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**FACTORS AFFECTING JOB SATISFACTION OF EMPLOYEES IN
PUBLIC HOSPITALS: A CASE OF FEDERAL MEDICAL CENTER OVERRI
NIGERIA**

EKEJIUBA AUGUSTINE NNAEMEKA



**A Research Thesis Report Submitted in Partial Fulfillment of the Requirement for
the award of Degree of Master of science in Management of**

Universiti Utara Malaysia

December 2018

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DECLARATION

This research project report is my original work and has not been submitted to any other University or Institution for any academic award

Ekejiuba Augustine Nnaemeka

819199

This research project report has been submitted for examination with my approval as the University Supervisor



DEDICATION

This research project report is dedicated to my mother Mrs Ekejiuba Callista, my late Father Ekejiuba Livinus for their continued financial and moral support in my academic undertakings.



ACKNOWLEDGEMENT

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TABLE OF CONTENT

DECLARATION.....	iii
DEDICATION	iv
ACKNOWLEDGEMENT.....	v
TABLE OF CONTENT	vi
LIST OF TABLES	viii
LIST OF ABBREVIATIONS AND ACRONYMS	viii
ABSTRACT	ix
CHAPTER ONE.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem	6
1.3 Purpose of the Study.....	8
1.4 Research Questions.....	8
1.5 Research Objectives	9
1.6 Significance of the Study.....	9
1.7 Limitations of the Study	10
1.8 Scope of the study.....	10
1.9 Definition of Significant Terms of the Study	10
1.10 Organization of the Study.....	11
REVIEW OF THE LIERATURE	13
2.1 Introduction.....	13
2.2 Concept of Job Satisfaction	13
2.3 Relationship between Working Conditions and Health Workers' Job Satisfaction in Public Hospitals.....	15
2.4 Relationship between Job Description and Health Workers' Job Satisfaction.....	19
2.5 Relationship between Remuneration and employees' Job Satisfaction	22
2.6 Relationship between Opportunity for Personal Advancement and employees' Job Satisfaction	26
2.7 Theoretical Background.....	29
2.7.1 Maslow's Hierarchy of Needs	29
2.7.2 Herzberg's Two Factor Theory	30
2.8 Conceptual Framework.....	32
2.9 Research Gap	33
2.10 Summary of the Literature Review.....	34
CHAPTER THREE.....	35
RESEARCH METHODOLOGY	35
3.1 Introduction.....	35
3.2 Research Design	35
3.3 Target Population.....	35
3.4 Sample Size and Sampling Techniques	36
3.5 Data Collection Instruments	38
3.6 Piloting of Instruments	39
3.6.1 Reliability of the Research Instruments.....	40
3.7 Data Collection Procedures	41
3.8 Data Analysis Techniques	41

3.9 Ethical Considerations	42
CHAPTER FOUR	44
DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS.	44
4.1 Introduction.....	44
4.2 Questionnaire Return Rate.....	44
4.3 Demographic Information of the Respondents.....	44
4.3.1 Distribution of the Respondents by Gender	45
4.3.2 Distribution of Respondents by Age	45
4.3.3 Distribution of respondents by academic qualification	46
4.3.7 Distribution of respondents by professional experience.....	49
4.4 The relationship between working conditions and health workers' job satisfaction in federal medical center Owerri	50
4.5 The relationship between job description and employees' job satisfaction at federal medical center Owerri	54
4.6 The relationship between remuneration and health workers' job satisfaction at federal medical center Owerri	58
4.7 Relationship between opportunity for personal advancement and health workers' job satisfaction at federal medical center Owerri	62
CHAPTER FIVE	69
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	69
5.1 Introduction.....	69
5.2 Summary of the findings	69
5.3 Discussion of Findings	70
5.3.1 Discussion on the relationship between variables.....	70
5.3.2 The relationship between job description and employees' job satisfaction.....	71
5.3.3 The relationship between remuneration and health workers' job satisfaction.....	73
5.3.4 The relationship between opportunity for personal advancement and health workers' job satisfaction	74
5.4 Conclusions of the Study	74
5.5 Implication of study.....	76
5.6 Suggestions for further research	77
Section A: Demographic data.....	91
Section B: Working conditions and health workers' job satisfaction in public hospitals	92
Section C: Health worker job description and job satisfaction in public hospitals	93
Section D: Remuneration and health workers' job satisfaction in public hospitals.....	93
Section E: Opportunity for personal advancement and health workers' job satisfaction in public hospitals	94

LIST OF TABLES

Table 3. 1 Federal Medical Center Owerri.....	38
Table 3. 2 Operational Definition of the Variables	43
Table 4. 1Distribution of Respondents by Gender	46
Table 4. 2Distribution of Respondents by Age	46
Table 4. 3Distribution of respondents by academic qualifications	47
Table 4. 4Distribution of respondents by monthly salary	48
Table 4. 5Distribution of respondents by hours of working per week	49
Table 4. 6 Distribution of respondents by benefit as provided by the employers	50
Table 4. 7Distribution of Respondents by Professional Experience	51
Table 4. 8Top level management employee's responses on the influence of working conditions influence health workers' job satisfaction	52
Table 4. 9Middle level management employees' responses on the influence of working conditions on health workers' job satisfaction	53
Table 4. 10Lower level management employees' responses on how working conditions influence health workers' job satisfaction.....	54
Table 4. 11Pearson's correlation between working conditions and health workers' job satisfaction.....	56
Table 4. 12Top level management response on how health workers job description influence job satisfaction.....	57
Table 4. 13Middle level management response on how health workers job description influence job satisfaction.....	58
Table 4. 14Lower level management response on how health workers job description influence job satisfaction.....	58
Table 4. 15Pearson's correlation between job description and health workers job satisfaction.....	59
Table 4. 16Extent of the rewarding on health workers' job satisfaction.....	60
Table 4. 17Top level management responses on how remuneration influence health workers' job satisfaction in public hospitals	61
Table 4. 18Middle level management responses on how remuneration influence health workers'	62
Table 4. 19Lower level management responses on how remuneration influence health workers' job satisfaction in public hospitals	63
Table 4. 20Pearson's correlation between remuneration and health workers' job satisfaction.....	64
Table 4. 21Top level management response on influence of opportunity for personal advancement on health workers' job satisfaction.....	65
Table 4. 22Middle level management response on influence of opportunity for personal advancement on health workers' job satisfaction.....	66
Table 4. 23Lower level management employees' response on influence of opportunity for personal advancement on health workers' job satisfaction	66
Table 4. 24Pearson's correlation on opportunity for personal advancement and health workers' job satisfaction	67
Table 4. 25 Regression Result.....	68

LIST OF ABBREVIATIONS AND ACRONYMS

CHS	Center for Health Resolutions
FMC	Federal medical center Owerri
HRH	Human Resource for Health
ICF	Intermediate Care Facility
IMF	International Monetary Fund
NACOSTI	National Commission for Science, Technology and Innovation
PHC	Public Health Care
W.H.O	World Health Organization
SPSS	Statistical Package for Social Sciences



ABSTRACT

The purpose of the study was to investigate the factors affecting health workers' job satisfaction in public hospitals a case of Federal medical center Owerri Nigeria. This study employed a descriptive survey research design. The target population was 389 health workers who were categorized into top level, middle level management and lower level management. The sample was 198 employees which comprised of 9 top level management, 165 middle level management and 24 lower level management. Data for the study was gathered by using a self-administered questionnaire pertaining to employee job satisfaction. Contrary to earlier findings, this research found that working conditions has a negative insignificant effect of employees' job satisfaction. However, a significant relationship was found between employees' working conditions and job satisfaction using correlation analysis. Based on the findings, the height of unemployment limiting the employees' right to better working conditions and other implications were discussed.

Keywords, Job satisfaction, Health care workers, employee's performance

ABSTRAK

Tujuan kajian ini adalah untuk mengkaji faktor-faktor yang mempengaruhi kepuasan kerja pekerja kesihatan di hospital-hospital awam kes pusat perubatan Federal Owerri Nigeria. Kajian ini menggunakan reka bentuk tinjauan deskriptif. Penduduk sasaran adalah 389 pekerja kesihatan yang dikategorikan ke peringkat teratas, pengurusan peringkat menengah dan pengurusan peringkat rendah. Sampel kajian adalah 198 pekerja yang terdiri daripada 9 pengurusan peringkat tertinggi, 165 pengurusan peringkat pertengahan dan 24 peringkat pengurusan yang lebih rendah. Data kajian yang telah dikumpul adalah menggunakan soal selidik sendiri berkaitan dengan kepuasan kerja terhadap pekerja. Walaubagaimanapun, kajian ini mendapati bahawa keadaan kerja mempunyai kesan negatif terhadap kepuasan kerja pekerja. Walaubagaimanapun, hubungan yang signifikan didapati di antara keadaan kerja pekerja dan kepuasan kerja menggunakan analisis korelasi. Berdasarkan penemuan tersebut, didapati ketinggian terhadap pengangguran adalah membatasi hak pekerja kepada keadaan kerja yang lebih baik dan implikasi ini juga telah dibincangkan

Kata kunci, kepuasan kerja, pekerja penjagaan kesihatan, prestasi pekerja

CHAPTER ONE

1.1 Background of the Study

The management of people is the most important aspect of organizational processes. This is originated from the identification that the organization itself and human resources of an organization are interchangeable. (Gary.N. Mclean,2005) A business organization that is well-managed of course considers the regular employees as the primary source of productivity gains. These organizations consider employees rather than capital as the core foundation of the business and contributors to firm development (Barriball, 2010). In order to secure the achievement of firm goals, the organization comes up with the idea of creating an atmosphere of commitment and cooperation for its employees through plans that facilitate employee satisfaction. Satisfaction of human resource finds close direction to highly motivated employees. Motivated employees then develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates. (Armstrong,2010)

Job satisfaction is defined as harmonizing the people's understanding of needs and what they receive from their jobs and is recognized as one of the most important re-search variables belonging to organizational behaviors and also as a crucial variable in the organization's researches and theories (Barriball,2010). Improving the quality of health services is a continuing challenge to managers in the health system (Tzeng, 2002).

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APPENDICES

Appendix1: LETTER OF INTRODUCTION

Ekejiuba Augustine
Universiti Utara Malaysia
Department of Management
10th October 2018

To
The Medical Superintendent,
Federal medical center Owerri

Dear Sir/ Madam

**RE: FACTORS AFFECTING JOB SATISFACTION OF EMPLOYEES
IN PUBLIC HOSPITAL (A CASE STUDY OF FEDERAL
MEDICAL CENTER OWERRI)**

I am a Post Graduate Student pursuing a Master's Degree at the University Utara Malaysia I am conducting research on the factors affecting job satisfaction of employees in public hospital (a case study of federal medical center Owerri). You have been selected for the study. I am kindly requesting your assistance in collection of data for the purpose of this study. You are assured that the information you provide will be for the purpose of this study and that your identity will remain confidential.

Appendix 2

QUESTIONNAIRE FOR THE EMPLOYEES

The purpose of this questionnaire is to solicit information on the factors affecting job satisfaction of employees in public hospital (A case study of federal medical center Owerri) You are asked to participate in this study by

filling in the questionnaire. You are assured that your identity will be treated confidentially. Please answer all the questions provided as honestly as possible, to the best of your knowledge.

Section A: Demographic data

1 Please tick against your gender

Male ☐ Female ☐

2 What is your age?

20 – 30 years ☐ 30 – 40 years ☐

40 – 50 years ☐ 50 – 60 years ☐

3 What is your academic qualification?

Diploma ☐ Degree ☐ Masters ☐

PhD ☐

Others (specify) _____

4 Which of this describe your monthly salary(N)

N30,000-40,000 ☐ 41,000-50,000 ☐

51,000-60,000 ☐ 61,000 and above ☐

5 Total hours of working per week

20-30hrs ☐ 31-40hrs ☐

41-50hrs ☐ 51hrs and above ☐

6 which of these best describe the benefits as provided by the employers

Medical Insurance ☐ Life Insurance ☐

Disability Insurance ☐ Retirement plan ☐

7 Indicate your professional experience in years (tick one)

1 – 5 years [] 6 – 10 years []

11 – 15 years [] 16 years and above []

Section B: Working conditions and health workers' job satisfaction in public hospitals

8 Does the hospital environment determine worker's ability to do their job effectively and efficiently?

Yes [] No []

Do the design features of the work place, ventilation, lighting, arrangement of furniture increases job satisfaction and staff turnover?

Yes [] No []

b) If no, indicate why

.....

.....

.....

.....

9. Indicate the extent to which you agree with the following items using the provided key:

SA Strongly agree A Agree

D Disagree SD Strongly disagree

Item	SA	A	D	SD
I am satisfied with work relationships with the people around me.				
I am satisfied with the working environment of the hospital				
I am happy with my overall job security.				
I am satisfied with my job location.				
Work conditions is significant factor affecting job satisfaction				

I am satisfied with relations with my colleagues				
I am satisfied with the organizational culture				
I am satisfied with my conditions of employment				

Section C: Health worker job description and job satisfaction in public hospitals

10. Are you aware of what you are responsible for and what is expected of you?

Yes [] No []

11. Indicate the extent to which you agree with the following items using the provided key:

SA Strongly agree A Agree

D Disagree SD Strongly disagree

Item	SA	A	D	SD
My job descriptions outlines my job title				
I am satisfied with the present working hour				
I am happy with my work responsibilities.				
I am satisfied with job location.				
I feel comfortable in carrying out my responsibilities.				
I am satisfied and think I've been awarded right set of duties, as per my ability.				

Section D: Remuneration and health workers' job satisfaction in public hospitals

12. To which extent are you rewarded for working hard in the hospital?

Large Extent [] Small Extent []

No extent []

13. When employees are highly satisfied, does the production in the organization increase?

Yes [] No []

Indicate the extent to which you agree with the following items using the provided key:

SA Strongly agree A Agree
D Disagree SD Strongly disagree

Item	SA	A	D	SD
Employees in my organization are fairly rewarded				
I am satisfied with the existing salary structure of the hospitals' works and contributions				
I am happy with the recognition and rewards for my outstanding work				
I am satisfied with long term benefit & insurance policies of the organization				
Remuneration enhance job satisfaction				
I am satisfied with the compensation I get and I think it matches with my responsibility.				
I am able to cater for my daily needs				

Section E: Opportunity for personal advancement and health workers' job satisfaction in public hospitals

14. Do you have challenging opportunities at work?

Yes [] No []

15. Have you ever received any training since you joined this hospital?

Yes [] No []

16. Indicate the extent to which you agree with the following items using the provided key:

SA Strongly agree A Agree
D Disagree SD Strongly disagree

Item	SA	A	D	SD
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Fulfilling my responsibilities gives me a feeling of satisfaction and personal achievement				
I am satisfied and able to maintain a healthy balance between work and family life.				
Human resource department is always notified of the promotion vacancies				
Promotion in the hospital is done on merit				
Promotion is accompanied by increased pay status				

15. Section F: Employee Job Satisfaction Which words describe your team supervisor leadership style?

Authoritarian [] Democratic [] laissez-faire [] autocratic []

16. Indicate the extent to which you agree with the following items using the provided key:

SA Strongly agree A Agree
D Disagree SD Strongly disagree

Item	SA	A	D	SD
I only do the minimum required in order to keep my job				
Frequently I do take on additional task on my own initiative				
I always extend a helping hand to my colleagues when they have more tasks than they can handle				
My supervisor provides guidance always				
The management provides supportive supervision to individuals while maintaining a harmonious working relationship				
The supervisor provides timely feedback that is correctional in nature on matters affecting my performance				

My supervisor delegates work to team members				
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